



DETECTING the Source  
DISRUPTING the Flow  
DEFENDING our Future



# High Intensity Drug Trafficking Area Program

## 2004 Annual Report

**NHDA**

PUBLISHED BY THE NATIONAL HIDTA DIRECTORS' ASSOCIATION

HIGH INTENSITY DRUG TRAFFICKING AREA PROGRAM  
2004 Annual Report

*“The High Intensity Drug Trafficking Area Program has been helping local police since 1998. HIDTA has brought in millions of dollars to help these agencies pool their resources and information to attack drug traffickers... When the HIDTA Program was launched in 1989, it focused on five major metropolitan areas that are drug-distribution centers. It has since expanded to 28 areas that have experienced major problems with drugs... The expansions made sense to keep up with the drug dealers' latest tactics and their newest illicit products. HIDTA makes it easy for local narcotics officers to follow leads across jurisdictional lines to build cases and make arrests... In Central Florida, HIDTA proved effective in combating drugs along the Interstate 4 corridor. Recent tips about drug dealing at a bar in Kissimmee led back to traffickers in Miami and resulted in 23 arrests. Drug agents said that case would have been impossible to build without HIDTA resources.”*

**--ORLANDO SENTINEL EDITORIAL, JUNE 28, 2005**

*“...effectively fighting drug trafficking requires not only national and international intelligence, but local and even street-level contacts as well. That's why HIDTA works—it offers law enforcement the best of all worlds...”*

**--CATHERINE CARBERRY, REPORTER, THE STAR-BANNER (OCALA, FLA.), JULY 2005.**

*“Despite being one of the biggest crime-fighting tools used by police in Michigan, aiding the seizure of more than \$167 million of illegal drugs and more than 16,000 arrests here, HIDTA is largely unknown. The four people who direct Michigan's HIDTA group make sure federal, state, and local police don't step on each other's toes, provide tracking equipment and pay officers' overtime.”*

**--MIKE MARTINDALE, REPORTER, THE DETROIT NEWS, MARCH 15, 2005**

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## DISRUPTING THE MARKET

“I care about what works. What we do now [the HIDTA approach] works. We have a systematic way and systematic tactics for taking violent drug dealers off the street.”

BALTIMORE POLICE COMMISSIONER LEONARD HAMM

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# PERFORMANCE HIGHLIGHTS 2004

- *More than \$10.5 billion worth of illegal drugs and nearly \$500 million in illegally gained drug assets were permanently removed from the illegal drug market.*
- *Operations of 3,538 drug trafficking organizations (DTOs) and money laundering organizations (MLOs) were either completely dismantled or disrupted to the point where their ability to operate was severely diminished.*
- *Fifty-five percent of the DTOs and 86 percent of the MLOs HIDTA initiatives dismantled or disrupted were international or multi-state in scope.*
- *HIDTA initiatives took part in identifying and destroying more than 4,500 clandestine lab's capable of producing a minimum of \$31 million worth of methamphetamine per year (based on the very low projection of only one cook per lab identified per year).*
- *HIDTA initiatives helped to identify and clean-up more than 2,700 clandestine lab dump sites.*
- *HIDTA initiatives located and apprehended more than 12,000 fugitives.*

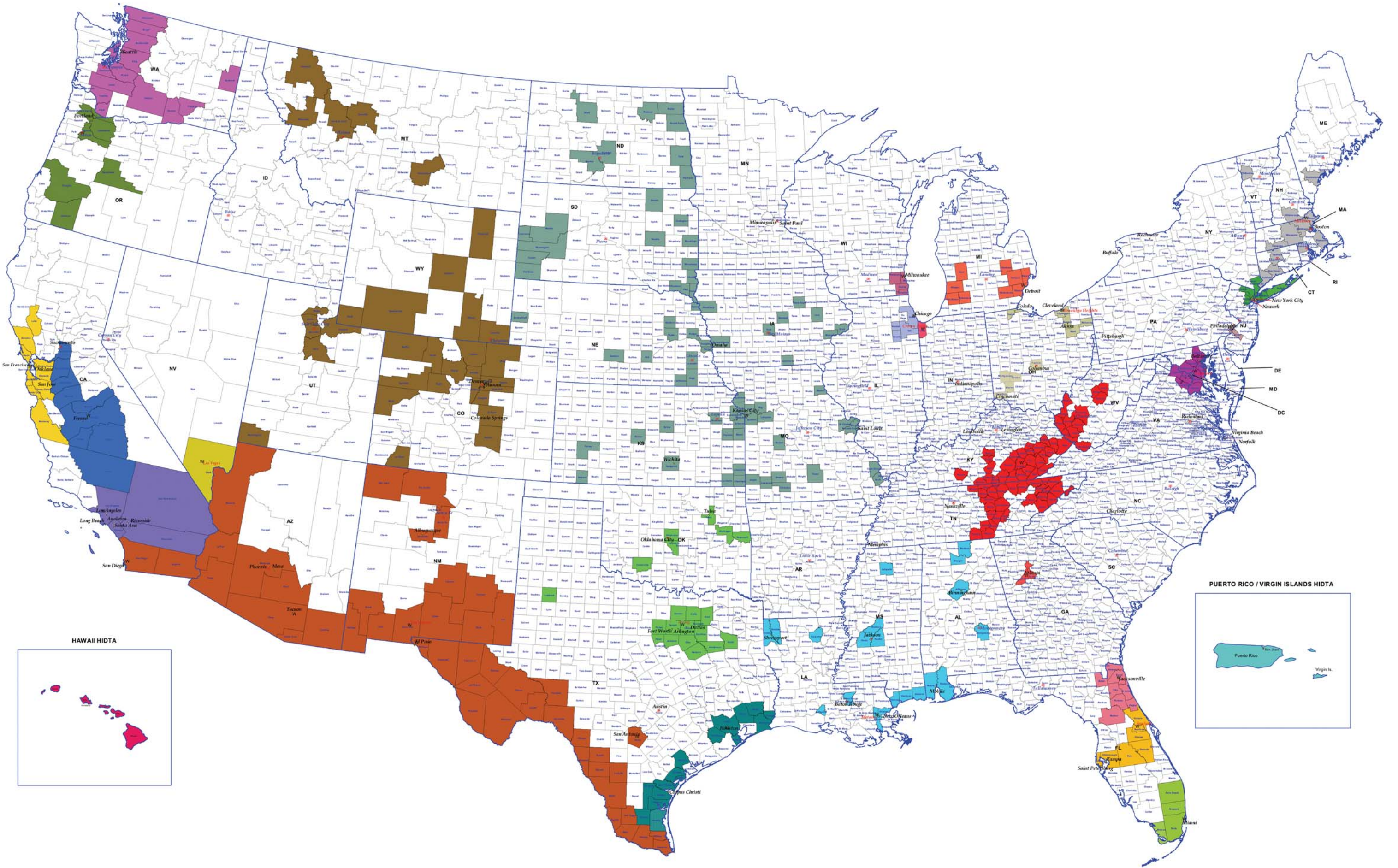


# PERFORMANCE HIGHLIGHTS 2004

## COOPERATION AND COORDINATION

- *More than 12,000 federal, state, and local law enforcement officers worked together on HIDTA initiatives to disrupt the market for illegal drugs.*
- *34,172 investigations received analytical support from HIDTA Investigative Support Centers (ISCs).*
- *78,665 HIDTA participants obtained training in 2004, at a cost to the HIDTA Program of \$8 per classroom hour.*
- *HIDTAs referred more than 7,600 investigations to other agencies or other HIDTAs. (One case often results in several referrals)*







HIGH INTENSITY DRUG TRAFFICKING AREA PROGRAM

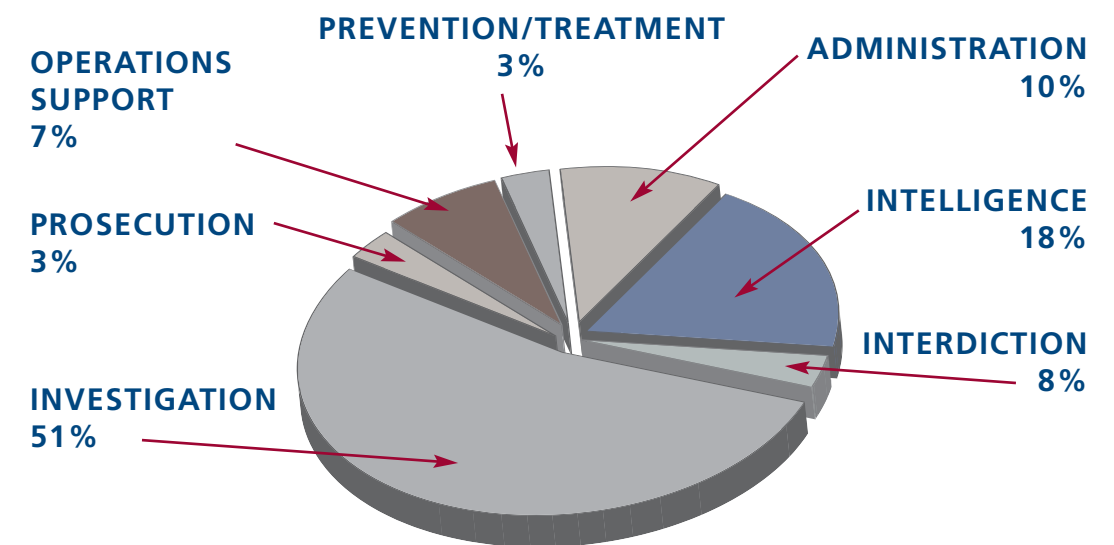
## 2004 Annual Report

### HIDTA Counties

## RETURN ON INVESTMENT (ROI)

- *HIDTA initiatives received nearly \$224 million in funding from the Office of National Drug Control Policy (ONDCP) in FY 2004.*
- *HIDTA devoted \$176,835,426 to law enforcement initiatives.*
- *Assets seized by HIDTA initiatives are worth more than it costs to run the Program.*
- *For every \$1 invested in the Program by ONDCP, the Program yielded a return on investment of \$60 in drug seizures and \$3 in asset seizures.*

THREE-QUARTERS OF HIDTA FUNDING IS DEVOTED TO  
LAW ENFORCEMENT INITIATIVES: INVESTIGATION,  
INTERDICTION AND INTELLIGENCE INITIATIVES



# OVERVIEW OF THE HIDTA PROGRAM

The High Intensity Drug Trafficking Area (HIDTA) Program has grown steadily throughout the years from five HIDTAs in 1990 to 28 today. The expansion of the Program has strengthened law enforcement's ability to address the Nation's drug problem effectively and efficiently. Moreover, the

*"HIDTA was formed as a grassroots program designed to promote interagency cooperation between federal, local, and state agencies. This is occurring every day in Phoenix and has made networking and intelligence sharing a systematic part of our counter drug efforts."*

**PHOENIX CHIEF OF POLICE  
JACK HARRIS**

proliferation of the HIDTA Program's training and intelligence resources has resulted in a level of information sharing and cooperation among law enforcement agencies that has never been seen before. This annual report describes and quantifies the impact of these efforts on international, multi-state, and local drug markets.

## What is a High Intensity Drug Trafficking Area (HIDTA)?

A High Intensity Drug Trafficking Area is not an agency or an organization. Rather, it is a grant program that provides federal, state, and local law enforcement agencies with a unique opportunity to work together and attack the economic basis of the

drug trade. Each regional HIDTA's primary goal is to disrupt the market for illegal drugs by disrupting and dismantling drug trafficking organizations (DTOs).

DTOs are organizations consisting of five or more people with a clearly defined hierarchy whose principal activity is to generate income or acquire assets through a continuing series of drug-related activities. These activities can include illegal drug production, importation, or distribution, drug-related firearms trafficking, and money laundering. DTOs confront the same problems as legitimate businesses such as escalating costs, diminishing profits, and unreliable suppliers. Before HIDTA, law enforcement agencies attempted to reduce DTOs' profits and increase their costs by focusing on a particular step in the process, such as the means of production or transportation. But HIDTAs focus on the drugs, assets, and organizations simultaneously by using state-of-the-art technology, sound intelligence and proven investigative techniques.

Ongoing initiatives coordinated by HIDTAs identify and actively target the DTOs having the greatest impact on their regional drug markets. Each HIDTA assesses regional drug threats; designs strategies to address the production, distribution, interdiction, and consumption of these drugs; develops and funds initiatives to implement the strategies; facilitates the coordination of its participating criminal justice agencies; and reports its results.



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“The HIDTA Program is an effective program that efficiently coordinates law enforcement efforts to address serious problems with drug consumption and drug-related crime in our region and throughout the country.”

U.S. CONGRESSMAN STENY HOYER (D-MD)

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Figure1

**HIDTA Regions**

Source: Office of National Drug Control Policy web site <http://www.whitehousedrugpolicy.gov/hidta/index.html>

# OVERVIEW OF THE HIDTA PROGRAM



**Figure 2**

Source: National Drug Intelligence Center, National Drug Threat Assessment 2005, February 2005

The Anti-Drug Abuse Act of 1988 and the ONDCP Reauthorization Act of 1998 authorized ONDCP to designate as HIDTAs areas within the United States that exhibit serious drug trafficking problems and harmfully impact other areas of the country. Since 1990, the Director of ONDCP has designated 28 areas as HIDTAs. These areas were selected based on the following statutory criteria:

- *The extent to which the area is a center of illegal drug production, manufacturing, importation, or distribution.*
- *The extent to which there is a need to respond aggressively to illegal drug activities as shown by the commitment of resources by state and local law enforcement agencies.*
- *The extent to which drug-related activities in the area are having a harmful impact in other areas of the country.*
- *The extent to which a significant increase in the allocation of federal resources is necessary to respond adequately to drug-related activities in the area.*



# OVERVIEW OF THE HIDTA PROGRAM

Today, HIDTA areas comprise approximately 13 percent of U.S. counties and operate in 43 states, Puerto Rico, the U.S. Virgin Islands, and the District of Columbia. More than 12,000 federal, state, and local officers actively participate in the initiatives operating in the HIDTA regions.

These HIDTA initiatives are established to operate continuously for several years, contingent on performance. This fosters a greater understanding of a region's DTOs and affords initiatives the opportunity to execute long-term investigative efforts against difficult targets

and prevent DTOs from rebuilding once their operations have been disrupted.

HIDTAs are capable of uniting a region's law enforcement and criminal justice communities around a shared strategy and goals tailored to regional needs. The HIDTA directors have continually tightened the Program's focus and become more effective and data driven through emphasis on threat assessment, intelligence collection and sharing, program evaluation, performance measurement, and the use of budgetary authority.



# 2004 DRUG THREATS

The four primary drug threats identified by the regional HIDTAs in 2004 were cocaine, methamphetamine, marijuana, and heroin. The 2005 National Drug Threat Assessment released by the

*Cocaine, methamphetamine, marijuana, and heroin are the greatest drug threats in America today.*

National Drug Intelligence Center (NDIC) identified 12 cities considered to be the primary distribution centers for these drugs (see Figure 2). Each of these cities is included in a HIDTA

region. The annual NDIC survey of more than 3,400 law enforcement agencies across the country revealed that cocaine remains among the top two drug threats. Its use and availability remain high and steady in most areas (see Figures 3 and 4). It is rated as the greatest threat by more than half of the law enforcement agencies surveyed in the Southeast and more than a third in the Northeast and Midwest (NDIC, 2005).

Methamphetamine was rated as the greatest drug threat by more than three-quarters of the law enforcement agencies surveyed in the West and Pacific and by nearly two-thirds of the agencies surveyed in the Southwest (see Figure 4). In the Northeast and Southeast, by contrast, law enforcement agencies reported cocaine as the greatest threat (NDIC, 2005). Hardly any law enforcement agencies in the Northeast reported the availability of methamphetamine or considered it a great

threat. Nearly equal numbers of law enforcement agencies in the Midwestern states reported methamphetamine and cocaine as the greatest threat (38% and 37% respectively, NDIC, 2005).

Reports on 21 metropolitan areas across the country presented at a recent Community Epidemiology Workgroup (CEWG) conference showed similar trends. These reports indicate that the only CEWG area on the East Coast showing signs of an increase in methamphetamine abuse indicators is Atlanta. In fact, methamphetamine abuse indicators remain relatively low in most CEWG areas east of the Mississippi. In western and southwestern areas of the country, however, methamphetamine abuse indicators continued at high levels (NIDA, 2005).

Marijuana continues to be the most available drug, but is only reported as a threat by between 1.1 and 23 percent of the agencies surveyed (see Figure 4). Reports at the recent CEWG conference also indicate that marijuana continues to be the most widely abused drug in CEWG areas across the country (NIDA, 2005).

Law enforcement agencies in the Northeast were more likely to report heroin as the greatest threat than agencies in any other region of the country (NDIC, 2005). Heroin abuse indicators were also reported at the CEWG conference to be high or relatively high in all of the CEWG areas in the Northeastern United States (NIDA, 2005).



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“The (HIDTA Program) has historically been one of the most successful and accountable programs in the field of drug enforcement. The HIDTA directors are to be commended for continuing to improve it.”

**U.S. CONGRESSMAN MARK SOUDER (R-IN)**

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“State and local law enforcement agencies across the country recognize the value of the coordination and cooperation the HIDTA initiatives offer.”

**THOMAS J. GORMAN, PRESIDENT, NATIONAL HIDTA DIRECTORS' ASSOCIATION**

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### Addressing the Threats

The 2004 National Drug Control Strategy includes three goals:

- 1. Stopping drug use before it starts,*
- 2. Healing America's drug users, and*
- 3. Disrupting the drug market.*

The HIDTA Program plays a vital role in disrupting the drug market. The regional HDTAs coordinate the efforts of federal, state, and local law enforcement to implement a balanced and effective enforcement strategy encompassing the production, distribution, interdiction, and consumption of drugs.

Specifically, the HIDTA Program's primary goal is to uproot the market for illegal drugs by dismantling or disrupting DTOs. The Program's secondary goal focuses on improving the effectiveness and efficiency of HIDTA initiatives.

These initiatives provide the infrastructure for addressing the threats created by the DTOs. The four basic steps for achieving these goals are:

- 1. Detecting the sources of illegal drugs,*
- 2. Deploying the resources,*
- 3. Disrupting the flow of illegal drugs, and,*
- 4. Demonstrating results.*

### Detecting the Source

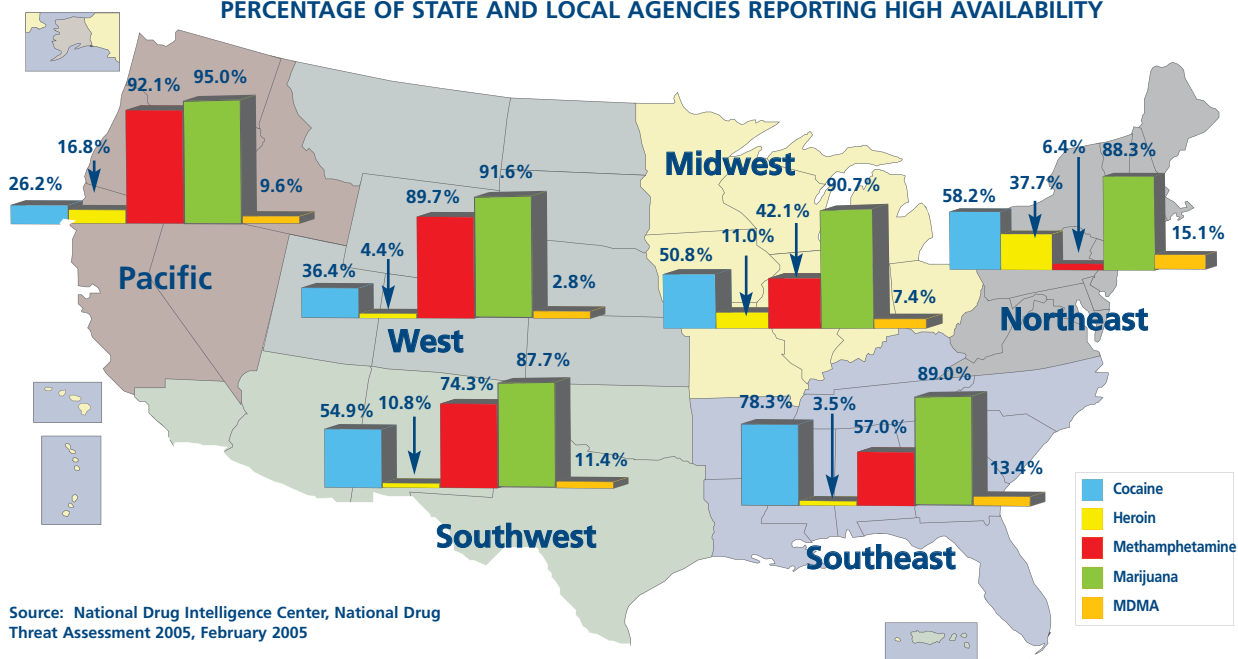
HIDTA-funded law enforcement initiatives conduct intelligence, interdiction, and investigation operations to address the leading drug threats in their area and identify the principal DTOs supplying the regional drug market. Information about methods used for transporting and distributing drugs, trafficking firearms, and laundering money is used by the initiatives to identify targets, build cases, and, ultimately, disrupt or dismantle the DTOs.

### Deploying the Resources and Disrupting the Flow

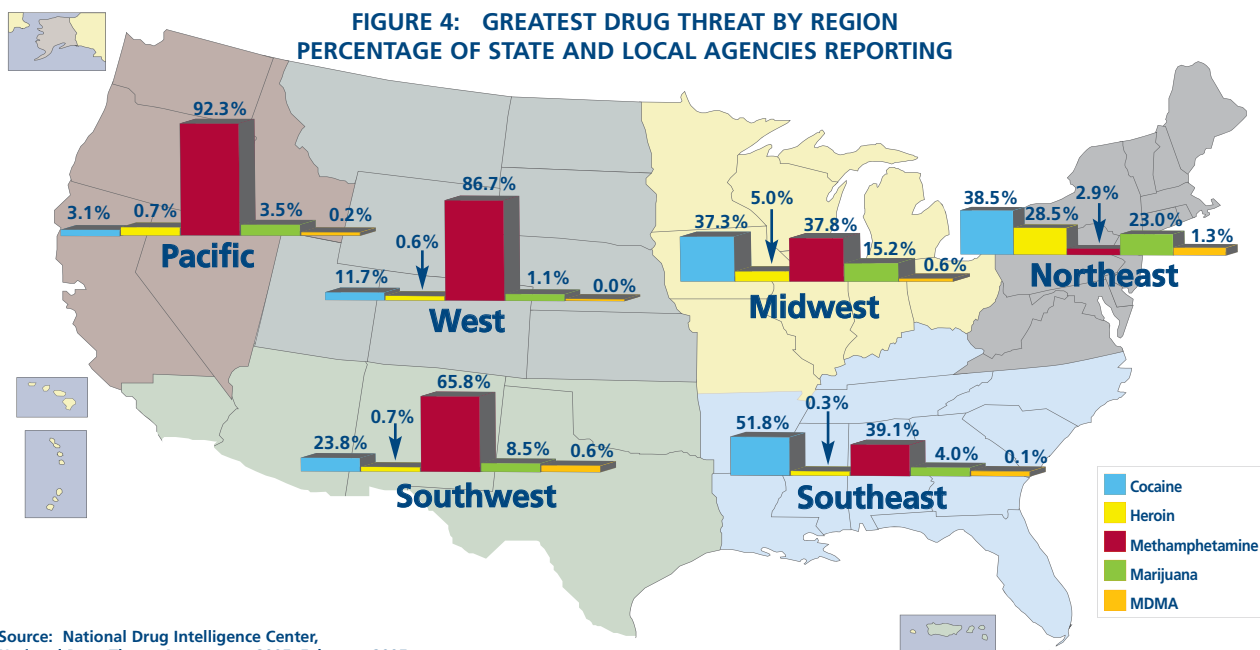
To deploy resources effectively and efficiently, regional HDTAs focus on enhancing communication, collaboration, and information/resource sharing. To foster enhanced information and resource sharing, participating law enforcement officers are located in a common space. This co-location

# 2004 DRUG THREATS

**FIGURE 3: REGIONAL DRUG AVAILABILITY**  
PERCENTAGE OF STATE AND LOCAL AGENCIES REPORTING HIGH AVAILABILITY



**FIGURE 4: GREATEST DRUG THREAT BY REGION**  
PERCENTAGE OF STATE AND LOCAL AGENCIES REPORTING





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“Our Metro Vice, Narcotics, and Intelligence Division has been able to expand its working relationship with the DEA and the FBI as a direct result of our involvement in HIDTA...On the local level, we have seen a substantial decrease in clandestine methamphetamine lab's for the first time in five years.”

**COLORADO SPRINGS POLICE CHIEF LUIS VELEZ**

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encourages and supports interagency cooperation and the consolidation of strategic and tactical information. This, in turn, creates a united front for implementing a comprehensive response to illicit drug activity by focusing on the drugs, assets, and organizations simultaneously.

The Investigative Support Centers (ISCs) are another method used to foster cooperation and coordination by providing automated event and case/subject deconfliction services. Law enforcement officers use these services to alert each other to ongoing investigations and high risk events. These services are invaluable for protecting officers and avoiding unnecessary duplication of effort.

### **Demonstrating Results**

Though participation in HIDTA initiatives is voluntary and always involves a significant commit-

ment of federal, state, and local law enforcement resources, agencies across the country recognize the value of coordination and cooperation.

The HIDTA infrastructure enables law enforcement to work together to address targeted drug threats through regional strategies that are assessed on an annual basis.

To demonstrate the effectiveness of the HIDTA approach, the HIDTA directors worked together with the ONDCP's Office of State and Local Affairs (OSLA) to develop and implement a series of performance measures designed to show the results of their efforts to seize drugs and assets, disrupt or dismantle DTOs, train law enforcement officers, and use cutting edge technology to develop and share intelligence. The HIDTA Program has served as a national model in the development of performance measures and data tracking systems, such as the HIDTA PMP Database.

# HIDTA PERFORMANCE MANAGEMENT PROCESS

In the past, individual HIDTA directors allocated funds for evaluations of specific programs that enabled them to assess the impact of specific law enforcement efforts on the local drug market. This type of evaluation did not provide enough information about the implementation or impact of the HIDTA approach.

## *The HIDTA Performance Management Process demonstrates results.*

Do the regional HDTAs target the high-level DTOs? Are they being disrupted and dismantled? Are law enforcement efforts focusing on the

identified threats? Are law enforcement agencies using the investigative support services and training resources? Can emerging trends be identified, monitored, and addressed using the HIDTA approach? Is the HIDTA approach cost effective?

As pressure to provide concrete answers to these questions increased, the HIDTA directors mobilized and established a committee to develop a method for measuring their performance and identifying the real outcomes of their efforts.

This involved refining the definitions of over 20 commonly used terms, streamlining the operational process used for assessing threats and developing strategies, identifying common measures, and devising a method for collecting and monitoring the

data required.


In 2004, the HIDTA directors launched their new performance management process (PMP). PMP is a data-driven process that shifts the HIDTA Program from one-time evaluations of specific initiatives to measuring change throughout time.

The process involves six key phases that are completed annually:

- *Identifying threats and needs*
- *Setting performance targets and implementing a strategy for achieving them*
- *Identifying a measurement protocol*
- *Budgeting for results*
- *Monitoring and managing results, and*
- *Reporting on the outcomes.*

The Program's success is based on the number of regional HDTAs that achieve their performance targets and reach their goals.

The three most important tools for completing these steps are the HIDTA Matrix, the online HIDTA PMP Database, and the performance measurement tables. The Matrix has (see Appendix A) linked these steps for the first time. It provides each HIDTA with a unique method for capturing key information during each step of the process to monitor their efforts throughout time.



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“In recent years, the Chicago HIDTA has proved to be an invaluable ally for the Chicago Police Department. Through our partnership with HIDTA, we have seen significant results in the reduction of narcotics sales in our communities.”

**CHICAGO POLICE SUPERINTENDENT PHILIP J. CLINE**

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The HIDTA PMP Database enables HIDTA staff to collect specific information about every DTO identified in a central location so that it can be easily updated and monitored throughout the process. This Database provides near real-time tracking of the number and type of DTOs nationwide identified and targeted by HIDTA initiatives. Further, the HIDTA PMP Database collects information on the characteristics, operational scope, drugs trafficked, sources of supply, and the operational outcome.

The PMP committee conducted site visits and provided in-depth training on the HIDTA process, the HIDTA PMP Database, and the performance measures to HIDTA administrators and the analysts responsible for collecting and analyzing the performance measurement data, thereby helping to ensure the accuracy and success of the PMP.

The HIDTA Program serves as a national model for the development of performance measures and data tracking systems.



# HIDTA OPERATIONS:

## "OPERATION LONE STAR"

### SOUTHWEST BORDER HIDTA, WEST TEXAS REGIONAL PARTNERSHIP

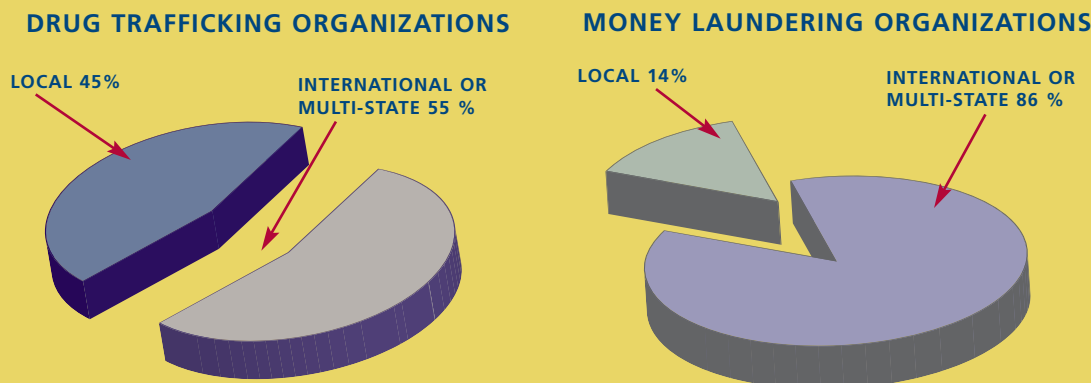
*Operation Lone Star is a unique HIDTA initiative. It is an umbrella initiative covering an expansive border region with joint, cooperative, interagency interdiction operations. It was organized to capitalize on intelligence information through cooperative investigative and interdiction efforts that have led to successful interdiction operations along the border highways, desert crossings, and Border Patrol checkpoints. The initiative has resulted in a significant disruption in drug trafficking in the Big Bend region. Throughout 2003 and 2004, major operations within the Marfa Border Patrol Sector and the El Paso Sector netted sizeable amounts of marijuana, cocaine, weapons, and vehicles.*

*In 2004, communication and counter-drug measures initiated through Operation Lone Star among U.S. Border Patrol and federal, state, and local law enforcement agencies resulted in the seizure of \$648,005 in currency, vehicle assets valued at \$7,004,415, and the seizure of 82,317.67 kilograms of marijuana, 793 kilograms of cocaine, and 9.52 kilograms of heroin. Participating agencies also made 968 arrests. The business operations and financial returns of the DTOs operating in this region were disrupted and reduced due to the outstanding interdiction efforts of this initiative.*

*The coordinated federal, state, and local law enforcement agencies and interdiction techniques initiated by Operation Lone Star led to a significant increase in jurisdictional cooperation in this vast region. As a result of the efforts of these agencies, further investigations were developed by the Department of Homeland Security, Immigration and Customs Enforcement, Federal Bureau of Investigation, and the Drug Enforcement Administration and led to targeting and dismantling multiple organizations. Ongoing investigative efforts between these agencies and the Operation Lone Star initiative will continue to disrupt and possibly dismantle DTOs affecting the West Texas HIDTA Region. No single agency could impact the business operations of DTOs to such an extent.*

# RESULTS AND OUTCOMES 2004

**HIDTA INITIATIVES DISRUPTED OR DISMANTLED 3,538  
DRUG TRAFFICKING AND MONEY LAUNDERING ORGANIZATIONS IN 2004.**



**FIGURE 5: SCOPE OF DTOS AND MLOS DISRUPTED OR DISMANTLED IN 2004**

In early 2005, the regional HIDTAs submitted data on 16 core measures and a variety of additional measures they developed to highlight the efforts of their initiatives. This is the first annual report on the results and outcomes from these measures. The outcomes described in the following pages illustrate the HIDTA Program's successes at disrupting the market for illegal drugs, demonstrating the value of investing in the HIDTA approach, and improving the coordination and cooperation of participating law enforcement agencies.

## Disrupting the Market

Disrupting the market involves seriously uprooting or dismantling the operations of the DTOs by seizing or destroying their drugs (products) and assets (profits), disrupting or dismantling money laundering operations, and prosecuting the offenders. HIDTA initiatives focus on all of these activities simultaneously.

## Disrupting and Dismantling the Organizations

In 2004, initiatives in all 28 HIDTAs identified and actively targeted the DTOs having the greatest impact on their regional drug market. They established and maintained a network of 53 regional law enforcement ISCs; HIDTA initiatives, along with their participating agencies, used these resources to identify 5,702 international, multi-state, and local DTOs. By year's end, the regional HIDTAs targeted more than three-quarters of these organizations for investigation. The remainders were either referred to other agencies or are subject to additional intelligence gathering.

HIDTA initiatives successfully disrupted 2,507 of these organizations; 1,031 more were completely dismantled. The majority (58%) of these organizations targeted were located along the Eastern and

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“The HIDTA Program's data unquestionably show that the HIDTA Program is intensely focused on addressing major drug trafficking organizations, and that the partnerships among federal, state, and local law enforcement facilitated by the National HIDTA Program have resulted in a synergy that produces greater, more cost-efficient results than any one agency or department (federal, state, or local) could achieve on its own.”

**U.S. SENATOR ORRIN HATCH (R-UT)**

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Southwestern borders of the United States. These DTOs operated in more than 50 countries and marketed more than 30 different types of drugs and drug precursors.

The primary drugs trafficked were cocaine, marijuana, methamphetamine, and heroin. Other trafficked drugs included ecstasy, its analogues, and oxycodone products.

HIDTA initiatives recognize the need to focus on the larger, multi-state and international organizations that supply and maintain local drug markets. The collaboration of federal, state, and local agencies in HIDTA initiatives provides a unique opportunity for identifying,

targeting, and disrupting or dismantling these large scale operations. As shown in Figure 5, more than half of the DTOs disrupted or dismantled by

HIDTA initiatives in 2004 were international or multi-state in scope.

Most DTO business ventures involved cash transactions. Consequently, many DTOs are dependent on money laundering operations to keep their business operations running smoothly. HIDTA

initiatives disrupted or dismantled 327 MLOs in addition to the DTOs. Eighty-six percent of the money laundering organizations disrupted or dismantled were international or multi-state in scope.

*HIDTA initiatives  
successfully disrupted 2,507 of  
these organizations; 1,031 more  
were completely dismantled.*



# HIDTA OPERATIONS:

## "OPERATION FORKLIFT" ROCKY MOUNTAIN HIDTA

### SOUTHERN COLORADO TASK FORCE

*This task force targeted an organization involved in the distribution of cocaine and money laundering activities in the Colorado Springs metropolitan area. It is estimated that the organization has distributed more than 2,000 kilograms of cocaine and generated \$40 million annually. As the investigation progressed, the documentation and evidence linked this group to a major Mexican cartel (Vicente Carillo-Fuentes).*

*The task force used 20 wiretaps, satellite tracking devices, cell site surveys, aircraft, and pole cameras to collect intelligence and interviewed numerous informants and potential witnesses/defendants. Thousands of miles of surveillances were successfully established, supervised, and maintained with jurisdictions across the country including Chicago, Illinois; Greensborough, North Carolina; and El Paso, Texas.*

*As a result of the efforts of the Southern Colorado Task Force, in cooperation with authorities throughout Colorado, Texas, New York, North Carolina and Illinois, this drug trafficking and money laundering organization was dismantled in the summer of 2004. Sixty members of the organization were arrested and 1,824 kilograms of cocaine, 521 pounds of marijuana, and \$8,900,000 were seized.*

*Operation Forklift was historically one of the most significant investigations ever completed out of the Rocky Mountain region and had a major impact nationwide. The Southern Colorado Drug Task Force believed that the nationwide cooperation and coordination with various regional HIDTAs and federal, state, and local authorities, was tremendous. This case inflicted a huge blow to the Vicente Carillo-Fuentes organization, particularly related to its bulk currency system.*

# RESULTS AND OUTCOMES 2004

This threat is also reflected in the activities of the HIDTA initiatives. Nearly all (91%) of the methamphetamine HIDTA initiatives seized were found in California, Texas, along the Southwest Border and in the Midwest; 31 percent of the Ice seized was found in Hawaii.

Pseudoephedrine and ephedrine are the active ingredients in many over-the-counter cold remedies and are also common precursor chemicals in the production of methamphetamine. HIDTA initiatives seized nearly 30,000 kilograms of these chemicals and tracked 7,534 suspicious transactions involving precursor chemicals.

HIDTA initiatives also identified and dismantled 4,586 clandestine laboratories, that together were capable of producing a minimum of \$31 million worth of methamphetamine per year (using an estimate of only one cook per lab per year), and were responsible for helping to identify and cleanup more than 2,700 clandestine lab dump sites used to dispose of the by-products from the production of methamphetamine and other drugs.

Two-thirds (19 of 28) of the HIDTAs reported dismantling clandestine drug lab's of various sizes. The

majority of large-scale lab's capable of manufacturing 10 to 20 pounds of methamphetamine were located in California. There were no large-scale lab's identified or dismantled east of the Mississippi River. The smaller lab's producing two ounces or less of methamphetamine, by contrast, were widespread. The majority

of these "mom and pop" lab's were identified and dismantled in the Northwest, Midwest, Appalachia, and Gulf Coast states.

**TABLE 1: DRUGS REMOVED FROM THE MARKETPLACE BY HIDTA INITIATIVES IN 2004**

Drug Seized	Amount Seized (Kg)	Wholesale Value
Heroin	1,245	\$78,576,662
Powder Cocaine	77,596	\$1,504,301,339
Crack Cocaine	2,224	\$23,549,947
Marijuana	1,109,933	\$8,722,851,447
Methamphetamine	7,840	\$129,103,774
Meth Ice	332	\$11,225,258
Ecstasy	1,282,680 du	\$14,695,115
Pseudoephedrine/ Ephedrine	29,105 du	\$56,890,252
OxyContin® / Hydrocodone	10,839 du	\$318,761
Other		\$11,862,474
Total		\$10,553,375,029

## Prosecuting the Offenders

The HIDTA Program facilitates linking cases originating with state and local agencies to federal prosecutions. HIDTA initiatives work closely with federal and local prosecutors to ensure the successful prosecution of arrested traffickers. Thirteen regional HIDTAs reported that they fund a prosecution initiative. In 2004, HIDTA-funded prosecutors handled 12,698 investigations, substantially more than projected. In addition to preparing cases for court, prosecutors assist with case development by

# RESULTS AND OUTCOMES 2004

providing legal assistance on all operational matters, and supporting compliance with state and federal laws. Prosecutors, in addition to actually prosecuting cases, may also assist by preparing search warrants, court orders and developing investigative strategies.

In addition to working with prosecutors to ensure that traffickers arrested during HIDTA operations are prosecuted, many HIDTAs also fund initiatives designed to locate and apprehend fugitives. Thirteen HIDTAs funding special fugitive initiatives reported apprehending 12,108 fugitives. Nearly half (44%) of these fugitives were apprehended in the Northeast and 30 percent were apprehended along the Southwest Border.

## Return on Investment

It is important to understand that the HIDTA Program generates more money in asset seizures than it costs to run the Program. A large portion of these funds is eventually forfeited, distributed among the federal, state, and local member agencies and used to fund other drug control programs.

This, in combination with the results and outcomes highlighted above, clearly underscores the value of investing in the HIDTA approach. But to understand if these efforts were cost effective, it is also important to assess the return on investment (ROI). ROI refers to the yield realized from the investment of time and funds. It is expressed as a ratio of dollars invested to dollars returned. HIDTAs assess

their ROI by focusing on the HIDTA funds spent in support of law enforcement initiatives and the value of drugs and assets removed from the drug market. (NOTE: many agencies contribute to the HIDTA effort. The law enforce-

ment budget used to calculate ROI does not include these in-kind contributions.)

The HIDTA Program's ROI exceeded all expectations in 2004. HIDTA initiatives reported more than \$10.5 billion in drugs permanently removed from the marketplace and nearly \$500 million in assets seized. For every ONDCP dollar invested in the HIDTA Program, HIDTA initiatives seized \$60 in drugs and \$3 in assets for a combined return on investment of \$63 (see Table 2).

**TABLE 2: THE HIDTA APPROACH IS SUCCESSFUL AND COST EFFECTIVE**

	HIDTA's Law Enforcement Budget	Value Removed from the Market	Return On Investment
	\$176,835,426	\$10,553,375,029 (Drugs Wholesale)	\$60
		\$497,194,296 (Assets)	\$3
Total	\$176,835,426	\$11,050,569,325	\$63



# HIDTA OPERATIONS:

## “OPERATION SHAVE ICE”

### HAWAII HIDTA, HI-IMPACT TASK FORCE

*Operation SHAVE ICE investigation included the Federal Bureau of Investigation, Hawaii County Police Department, Honolulu Police Department, Drug Enforcement Administration, the Bureau of Alcohol Tobacco and Firearms, the United States Coast Guard, the Internal Revenue Service, and the Bureau of Immigration and Customs Enforcement. The initial investigation targeted the Marvin Postadan Organization. Postadan led a drug distribution organization on the Big Island of Hawaii that smuggled crystal methamphetamine (Ice) and cocaine from California to Hawaii. Postadan's California supplier, Francisco Guterrez Ramirez, was shown through telephone analysis to have connections to the Arellano-Felix and Zambada-Garcia organizations. The Postadan organization was involved in the distribution of multiple kilogram quantities of ice and cocaine. The transportation methods included cargo shipment, U.S. Mail, and private carriers, such as UPS and FedEx.*

*Between May and October of 2003, 16 wiretaps were conducted to further this investigation. As a result, five DTOs were identified and dismantled and four distinct drug supply lines into Hawaii were dismantled. The investigation included four pre-takedown Ice seizures ranging in size from one to five pounds. In addition, several shipments of currency representing drug proceeds were intercepted leaving Hawaii, including one for \$99,030. Additional currency seizures were made from body carriers attempting to pass through airports. The total amount of currency seized in this case was \$510,000. The value of the assets seized amounted to approximately \$75,000. In addition, 15 firearms were seized.*

*Sixty individuals were indicted and more than 50 search warrants were executed in Hawaii, California, Arizona, and Nevada. All indicted subjects were arrested and several have been convicted. Investigative leads generated from cooperating defendants resulted in significant spin-off investigations, including one wiretap investigation and a series of buy-busts and reverse operations that resulted in 13 additional arrests.*

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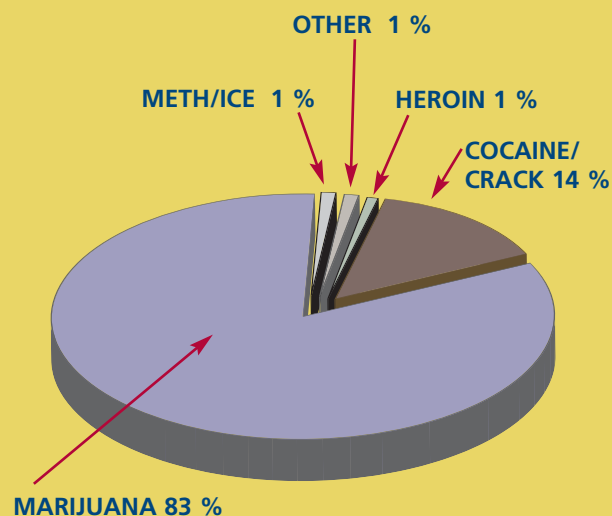
“For a relatively modest investment, federal, state, and local law enforcement have tremendously benefited from the increased information sharing and improved coordination that HIDTAs create. The task forces created through the HIDTA Program serve as models for initiatives against terrorism, money laundering and other modern threats to civil society...”

**U.S. SENATOR CHARLES GRASSLEY (R-IO)**

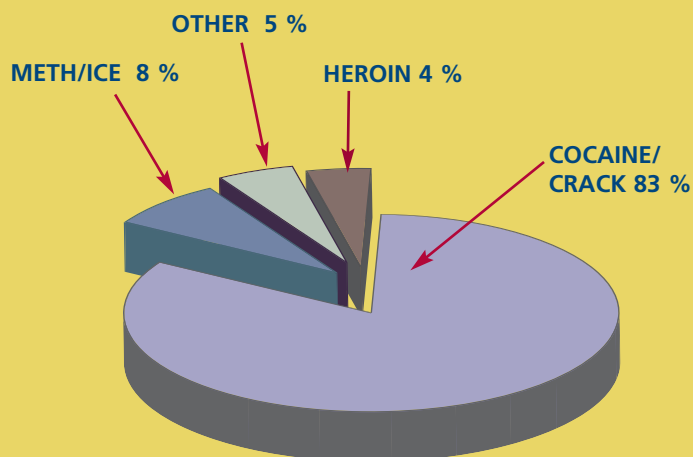
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# RESULTS AND OUTCOMES 2004

**FIGURE 6: HIDTA PROGRAM 2004 DRUG SEIZURES BASED ON DOLLAR VALUE**



**FIGURE 7: HIDTA PROGRAM 2004 DRUG SEIZURES NOT INCLUDING MARIJUANA BASED ON DOLLAR VALUE**



These results illustrate that the HIDTA initiatives focus on large-scale drug and money laundering operations and that their efforts are successful. The HIDTA Ops highlight of Operation Forklift in southern Colorado is one example of how a HIDTA initiative successfully targeted and dismantled international and multi-state drug and money laundering operations.

## Seizing Drugs and Assets

Seizing drugs and illegally gained assets from a DTO is comparable to eliminating the inventory and stock holdings of a legitimate business, leaving it nothing to market and no method of hiding the revenue accrued. Conservative calculations show that HIDTA initiatives seized more than \$10.5 billion in drugs and nearly \$500 million in illegal

assets from DTOs in 2004.

The seven most frequently seized drugs were marijuana, cocaine/crack, methamphetamine/Ice, heroin, pseudoephedrine/ephedrine, ecstasy, and OxyContin®/hydrocodone.

As displayed in Figure 6, marijuana and powder and crack cocaine accounted for nearly all of the drugs seized. As shown in Table 1, this amounts to more than 1.1 million kilograms of marijuana and nearly 80,000 kilograms of cocaine.

Methamphetamine is a rapidly growing threat in many parts of the country. More than half of the law enforcement agencies NDIC surveyed in Southwest, West, and Pacific states rated methamphetamine as their greatest drug threat.

# HIDTA OPERATIONS:

## MIDWEST HIDTA, DEA KANSAS CITY INTERDICTION TASK FORCE (KCITF)

*The KCITF is a multi-agency task force that initiates interdiction investigations by rapidly responding to the scene of the initial stop/arrest and relieving the road officer of the follow up investigative burden. KCITF targets transportation methods and the hotels/motels used to facilitate the delivery of drugs or proceeds. Its members conduct interviews, process prisoners, recruit and maintain confidential sources, coordinate all collected evidence, and present the case to prosecutors. Using proven surveillance techniques, task force members develop probable cause and make interdiction stops.*

*In 2004, the KCITF initiated 73 cases, affected 87 arrests, obtained high conviction rates, and seized \$3,159,810 in assets. During that same time, the KCITF seized 133 kilograms of cocaine, 2,568 kilograms of marijuana, 912 live marijuana plants, 20.5 kilograms of methamphetamine, 70 fluid ounces of PCP, and 6,000 dosage units of ecstasy. The KCITF conducted four controlled delivery operations to various cities across the country and received five controlled delivery operations in Kansas City.*

*In February 2004, KCITF agents were called to the scene where a Kansas Highway Patrol (KHP) Trooper had stopped a vehicle with two occupants and discovered 12 kilograms of cocaine inside the tailgate. Through interviews and telephone analysis, KCITF agents determined that the subject was the son of a known courier, previously arrested by the KHP in possession of 24 kilograms of cocaine. This subject confessed to the facilitation of more than 100, 10 to 30 kilogram cocaine transactions with a supplier in Denver. He used his mother to transport cocaine from Denver to his customer base in Washington, D.C. As a result of this investigation, the source of supply and the intended recipients were identified and the individuals involved face federal indictment.*



# IMPROVING COORDINATION AND COOPERATION

One of the HIDTA Program's most important contributions is the partnerships it has fostered among participating agencies. These partnerships, developed throughout time, have become an institutionalized part of the HIDTA Program, leading to the leveraging of resources among its participants. This leveraging includes administrative and procurement resources that result in Program efficiencies not seen elsewhere, such as centralized purchasing, pooling of analysts, shared computer networks and software, and training opportunities.

Another cornerstone of the HIDTA Program is the promotion of innovative methods and ideas. The evolution of the HIDTA intelligence subsystem exemplifies this approach. Historically, intelligence sharing among law enforcement agencies has at times been abysmal.

The HIDTA Program's requirement for establishing ISCs within each regional HIDTA, and mandating federal, state, and local participation resulted in the sharing of information and the development of intelligence on an unprecedented scale.

The HIDTA ISCs have earned a stellar reputation among law enforcement agencies for providing timely, useful information, intelligence, and much-needed investigative support services. They now stand as object lessons in interagency cooperation, collaboration, and coordination. Among the many assets that these ISCs offer are:

- *Event deconfliction services that warn participating agencies when they are planning high-risk, enforcement operations in close proximity to each other,*
- *Case/subject deconfliction services that alert investigators to other ongoing investigations targeting their own investigations' subjects (allowing them to avoid duplication of effort and enhance productivity),*
- *Connections to national law enforcement information sharing networks (such as [HIDTA.net/RISS](https://www.hidta.net/RISS)) provide connectivity among regional HIDTAs and participating law enforcement agencies,*
- *Post-seizure analysis services,*
- *Development of annual threat assessments and strategic intelligence products,*
- *Analytical support for all phases of an investigation,*
- *Proactive intelligence activities aimed at identifying emerging threats and developing new investigative leads, and,*
- *Initiative-facilitated interagency investigative efforts and the sharing of intelligence.*

# IMPROVING COORDINATION AND COOPERATION

Through the ISCs, each regional HIDTA has direct access to multiple agency and commercial databases, and provides a full range of analytical services. Other innovations include:

- *National Clandestine Laboratory Database, built in partnership with the El Paso Intelligence Center (EPIC), which was the first federal law enforcement database to allow direct state/local access*
- *HIDTA's centralized electronic intercept systems that have revolutionized technical investigative capabilities around the country*
- *Operation Cobija, a multi-agency, multi-state interdiction project hailed by federal, state, and local law enforcement as the best such effort to have ever existed, and,*
- *Dissemination of intelligence products, including the Annual Threat Assessment and other operational, strategic, and prospective reports used to educate law enforcement about new drug trends.*

*“HIDTA is widely credited with having broken down barriers among participating local, state, and federal agencies...”*

**U.S. CONGRESSMAN ELIJAH CUMMINGS (D-MD)**

In 2004, the regional HIDTA Programs measured these efforts to continuously improve the coordination and cooperation of participating agencies by monitoring the use of training programs, deconfliction services, and investigative support services.

More than 30,000 law enforcement professionals received analytical/computer, investigative/interdiction, or management/administration training, and more than 48,000 professionals received training in fields such as intelligence, finance, prevention, and prosecution.

In total, HIDTA funded more than 430,000 classroom training hours. The majority of training time (74%) was spent on investigative/interdiction classes. The HIDTA - provided training cost the Program an average of only \$8.00 per classroom hour. Training was offered free of charge to

HIDTA initiatives and participating agencies.

Deconfliction services promote officer safety and conserve resources by encouraging participating agencies to share information and coordinate investigations. When officers submit information about an ongoing investigation, they are alerted to any

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"HIDTA is just a way to help state, local, and federal law enforcement come together. Anytime you can get law enforcement to participate together like that, it's a heck of a deal ... When I started operating as a narcotics officer, we operated alone, agencies protected their turf and their busts, but with these HDTAs and multi-jurisdictional task forces bringing law enforcement executives together, we just don't have much of that anymore."

**RONALD BROOKS, PRESIDENT, NATIONAL NARCOTICS OFFICERS' ASSOCIATIONS COALITION,  
DRUG WAR CHRONICLE FEATURE ARTICLE, JULY 15, 2005**

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other investigations underway against the same event, person, or location. Nearly all (91%) eligible HIDTA initiatives used the deconfliction services in 2004. Twenty-four of the 28 HDTAs had 100 percent participation. The HDTAs reported nearly 660,000 events and subjects to be evaluated for deconfliction in 2004.

Investigative support services use many of the resources described above to aid participating agencies in building and executing successful operations. In 2004, HIDTA initiatives far exceeded the anticipated number of requests for analytical support.

HIDTA analysts provided analytical services to 34,172 investigations. Even more remarkable, HIDTA initiatives referred 7,601 investigations either to other HDTAs or to other law enforcement agencies for further intelligence gathering. HDTAs in the northeastern United States made nearly two-thirds of the referrals.

When evaluating these statistics, it is important to realize that one case can result in several referrals. Therefore, the number of referrals made does not directly correlate with the number of cases.

# HIDTA OPERATIONS:

## “HOUSTON HIDTA INVESTIGATIVE SUPPORT CENTER”

*ONDCP recently highlighted many HISC routine procedures as “best practices” recommended to other HIDTAs. The HISC serves as the focal point for criminal and drug trafficking intelligence for the Houston HIDTA and area law enforcement. In this multi-agency task force environment, analysts and investigators use the most advanced analytic tools and methods to collect, organize, evaluate, and analyze raw information and disseminate finished intelligence products. The HISC is fully integrated into the Houston FBI's Field Intelligence Group, which allows it to provide analytical support across the law enforcement/intelligence spectrum. This concept originated in the Houston HIDTA and has become a model for other FBI Field Divisions.*

*HISC does not limit itself to reactive support. Resources and services provided by the HISC include: identification of significant DTOs in the Houston HIDTA area, informant interviews, surveillance, communications collection, and undercover operations. HISC's novel prisoner debriefing concept has generated the development of cooperating individuals and witnesses who have been essential in case development. Intelligence products produced as a result of these operations include threat assessments and special reports on topics such as raves, methamphetamine, and heroin. One such report, the Houston Situation Report, published in 2004, received high praise across the country.*

*After intelligence collection is complete and the DTO has been fully assessed, the investigation is referred to operational units for enforcement action. In 2004, HISC disseminations directly contributed to 71 arrests, the dismantling of more than 60 methamphetamine lab's, and the seizure of 7 kilograms of methamphetamine, 60 kilograms of cocaine, 3 kilograms of heroin, 79 firearms, and \$1,024,434.*



# HIDTA OPERATIONS:

## “OPERATION TRIFECTA”

LOS ANGELES HIDTA – SOUTHERN CALIFORNIA DRUG TASK FORCE GROUP 44

*DEA's Special Operations Division coordinated the Los Angeles segment of Operation TRIFECTA. The original targets were connected to the Zambada-Garcia drug trafficking cartel, one of the wealthiest and most successful Mexican drug cartels, and the Avendano organization.*

*From January 2003 through May 2004, Group 44 conducted 75 wiretaps, spinning off new targets as the opportunity arose. Information gained from the wiretaps provided the probable cause for two border searches, 23 state and federal search warrants and ten traffic stops, all resulting in arrests and seizures. Group 44 coordinated the enforcement activities of several other law enforcement agencies including ICE, the California Highway Patrol, the Los Angeles Sheriffs Department, the Kern County Sheriffs Department, the LAPD, and police departments from the Los Angeles suburbs of Inglewood, Pomona, El Monte, Pasadena, Santa Ana, and Glendale. Two additional LA-HIDTA funded task forces, LA-IMPACT and LA-CLEAR, also provided support.*

*Group 44 also coordinated with DEA offices across the country. DEA offices in San Jose, California, and Fayetteville, Arkansas, were able to start intercepting telephone calls, resulting in seizures and arrests. In April 2003, DEA Columbus seized 128 pounds of marijuana and arrested two suspects. DEA Cincinnati initiated a wiretap, resulting in seizures of \$81,800 in Cincinnati and \$206,000 in Oklahoma and accumulated important intelligence. In total 95 arrests were made; 1,313 pounds of cocaine, 5,789 pounds of marijuana, 76 pounds of methamphetamine, 5.4 pounds of heroin, \$4,400,000 in cash and assets, and numerous firearms were seized. Two major figures in the Zambada-Garcia cartel are currently the subjects of international arrest warrants, thus inhibiting their ability to travel, and three drug trafficking cells run by the organization have been dismantled.*

# CONCLUSION

Before the HIDTA Program was launched, law enforcement agencies tended to pursue individual cases against individual drug traffickers or segments of drug trafficking networks. Intelligence sharing and coordination were not priorities. Today, as a part of HIDTA initiatives, federal, state, and local law enforcement agencies are provided the resources and support to focus on all levels of a drug trafficking or money laundering network simultaneously. This approach enables the HDTAs not only to actively target the DTOs having the greatest impact on regional drug markets, but also to identify and target international DTOs and trafficking routes.

To assess how effective the regional HDTAs have been in implementing this comprehensive approach, the HIDTA directors implemented the Performance Management Process (PMP) and posed a series of questions to be answered by collecting basic outcome data from each regional HIDTA. The results were overwhelmingly positive.

Do the regional HDTAs target the high-level DTOs? Yes. As we have shown, the majority of the DTOs targeted by the regional HDTAs are multi-state or international in scope. But, HDTAs also target the local DTOs that have can have a more visible and dramatic impact on local communities. Operation Forklift (page 19), for instance, successfully targeted a major local DTO and the multi-state network and Mexican Cartel that supplied the drugs and laundered the money.

Are they being disrupted and dismantled? Yes. Three-quarters of the DTOs and nearly 80 percent of the MLOs targeted in 2004 were either disrupted or completely dismantled.

Are law enforcement efforts focusing on the identified threats? Yes. The PMP was designed to create and maintain a continuous process of assessing threats, implementing strategies to address the threats, and monitoring results.

Are law enforcement agencies using the intelligence support services and training resources? Yes. HIDTA ISCs are often the focal point of criminal and drug trafficking intelligence for federal, state, and local law enforcement. The ISCs provide their regional HDTAs with a multitude of analytical and investigative services such as deconfliction services, post-seizure analysis, threat assessments, and access to a variety of information sharing networks and databases. In 2004, more 400 HIDTA initiatives submitted nearly 660,000 deconflictions and more than 34,000 investigations received analytical support.

The Houston ISC, (page 29) for example, directly contributed to 71 arrests, the dismantling of 60 methamphetamine lab's, and the seizure of 70 kilograms of illicit drugs, 79 firearms, and more than \$1 million.

Can emerging trends be identified, monitored, and addressed using the HIDTA approach?

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" Hidta (sic) provides funds to bring local and federal authorities together... We're trying to eliminate the entire [drug trafficking] process, from creation to warehousing to distribution... Recently, we had a takedown case in which we worked with Colombian, European, and American authorities and literally tore out the entire organization by the roots. This was thanks to information received inside Puerto Rico and elsewhere."

**ROBERTO MEDINA, SPECIAL AGENT IN CHARGE OF U.S. IMMIGRATION & CUSTOMS ENFORCEMENT'S OFFICE OF INVESTIGATIONS, *PUERTO RICO HERALD*, JANUARY 20, 2005**

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Yes. Law enforcement officers are often aware of shifts in drug trends before anyone else. The HIDTA approach of encouraging officers from a variety of agencies to participate in joint initiatives and even share office space strengthens the opportunity for identifying, monitoring, and addressing emerging trends. Intelligence sharing through resources such as the HIDTA PMP Database enables regional HDTAs to track the movements of specific DTOs and the drugs they distribute. The ISCs provide analytical support for addressing emerging trends through state-of-the-art intelligence and investigation techniques.

The 28 regional HDTAs are currently working together to monitor the eastward movement of

methamphetamine. As an example, Operation SHAVE ICE run by the Hawaii HIDTA HI-Impact Task Force identified a drug distribution organization involved in smuggling Ice from Mexico to California to Hawaii using a variety of transportation methods (page 22). As a result of the operation, five DTOs were identified and dismantled and four distinct drug supply lines into Hawaii were dismantled.

Is the HIDTA approach cost effective?

Yes. PMP data show that the ROI is exceptional. HIDTA initiatives seized \$60 in drugs and \$3 in assets for every ONDCP dollar invested in the Program.

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“Law enforcement’s ability to obtain intelligence has been enormously enhanced through the worldwide intelligence network the HIDTA created and maintains. The HIDTA deconfliction program is invaluable in its ability to identify targets of ongoing investigations conducted by disparate law enforcement agencies. The deconfliction program has become critical to officer safety during undercover operations.”

**COOK COUNTY, IL. SHERIFF MICHAEL F. SHEAHAN**

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# REFERENCES

*National Drug Intelligence Center. (February 2005). National Drug Threat Assessment. Washington, D.C.: Author.*

*National Institute on Drug Abuse. (2005). Advance Report and Highlights/Executive Summary: Abuse of Stimulants and Other Drugs January 2005. Washington, D.C.: Author.*

*FOR ADDITIONAL INFORMATION ON THE HIDTA PROGRAM AND THE REGIONAL HDTAs, PLEASE VISIT THE FOLLOWING WEB SITES:*

- *Office of National Drug Control Policy: [www.whitehousedrugpolicy.gov/hidta](http://www.whitehousedrugpolicy.gov/hidta)*
- *National HIDTA Directors' Association: [www.hidtadirectors.org](http://www.hidtadirectors.org)*
- *National HIDTA Assistance Center: [www.nhac.org](http://www.nhac.org)*
- *Chicago HIDTA: [www.chicago-hidta.org](http://www.chicago-hidta.org)*
- *Gulf Coast HIDTA: [www.gchidta.org](http://www.gchidta.org)*
- *New Mexico HIDTA: [www.nmhidta.org](http://www.nmhidta.org)*
- *Northern California HIDTA: [www.nchidta.org](http://www.nchidta.org)*
- *North Texas HIDTA: [www.nthidta.org](http://www.nthidta.org)*
- *Northwest HIDTA: [www.mfiles.org](http://www.mfiles.org)*
- *Philadelphia/Camden HIDTA: [www.hidta.info](http://www.hidta.info)*
- *Rocky Mountain HIDTA: [www.rmhidta.org](http://www.rmhidta.org)*
- *South Florida HIDTA: [www.sflhidta.org](http://www.sflhidta.org)*
- *Washington/Baltimore HIDTA: [www.hidta.org](http://www.hidta.org)*

HIGH INTENSITY DRUG TRAFFICKING AREA PROGRAM  
2004 Annual Report

Appendices

# Appendix A

## THE HIDTA MATRIX

\_\_\_\_\_ HIDTA \_\_\_\_\_

Threat Assessment				Strategy & Budget																Annual Report	
Goal 1 - Disrupt the Market for Illegal Drugs by Dismantling or Disrupting Drug Trafficking Organizations						Enforcement						Intell and Info Sharing			Support						Mgmt & Coord
						Initiative A	Initiative B	Initiative C	Initiative D	Initiative E	Prosecution F	Prosecution G	Initiative H	Initiative I	Initiative J	Program A	Program B	Program A	Program B	Information Technology	Training
Geographic Area		Threat Description	Source	Performance Target		Investigative		Interdiction		Prosecution		Intelligence			Treatment		Prevention		IT	Training	Management and Coordination
	HIDTA Targeted Threat																				
	Non-HIDTA Targeted Threat																				
Goal 2 - Improve the Efficiency and Effectiveness of HIDTA Initiatives					Enforcement						Intell and Info Sharing			Support						Mgmt & Coord	
					Initiative A	Initiative B	Initiative C	Initiative D	Initiative E	Prosecution F	Prosecution G	Initiative H	Initiative I	Initiative J	Program A	Program B	Program A	Program B	Information Technology	Training	Management and Coordination
Geographic Area		Initiative Needs	Source	Performance Target		Investigative		Interdiction		Prosecution		Intelligence			Treatment		Prevention		IT	Training	Management and Coordination
	Information Sharing & Coordination																				
	Training																				
HIDTA Budget Information																					TOTAL BUDGET

# Appendix B

## HIDTA Points of Contact

### HIDTA Points of Contact

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# Appendix C

## 2004 HIDTA Awards

Fifteen HIDTA Initiatives received special HIDTA awards in 2004. These awards were given for excellence in meeting the HIDTA goals and improving law enforcement efforts in areas such as intelligence, interdiction, coordination and cooperation. Several of these initiatives are specifically highlighted in this report.

**Rocky Mountain HIDTA** – Southern Colorado Task Force – "Operation Forklift"

**Southwest Border HIDTA, West Texas Regional Partnership** – "Operation Lone Star"

**Gulf Coast HIDTA** – Caddo/Bossier Drug Task Force

**Hawaii HIDTA – HI-Impact Task Force** – Operation Shave Ice

**Houston HIDTA** – Houston HIDTA Investigative Support Center

**Los Angeles HIDTA** – Inland Crackdown Allied Task Force

**Los Angeles HIDTA** – Southern California Drug Task Force – Group 44 – "Operation Trifecta"

**Midwest HIDTA** – DEA Kansas City Interdiction Task Force (KCITF)

**North Texas HIDTA** – Northern Drug Squad (NDS)

**Appalachia HIDTA** – Karen Manning – Outstanding Administrator

**Central Valley HIDTA** – Sergeant Fred Links – Outstanding Task Force Commander

**Ohio HIDTA** – Cleveland FBI Supervisory Special Agent Stephen E. Vogt – Outstanding Task Force Commander

**Los Angeles HIDTA** – Jane Chung – Outstanding Intelligence Analyst

**New York/New Jersey HIDTA** – Alan Goldfisher – Outstanding Intelligence Analyst

**Washington/Baltimore HIDTA** – Thomas H. Carr – ONDCP Director's Award

# Appendix D

## Glossary of Acronyms

<b>ATF</b>	-----	<i>Alcohol, Tobacco and Firearms</i>
<b>CBAG</b>	-----	<i>California Border Alliance Group</i>
<b>CEWG</b>	-----	<i>Community Epidemiology Work Group</i>
<b>DEA</b>	-----	<i>Drug Enforcement Agency</i>
<b>DTO</b>	-----	<i>Drug Trafficking Organization</i>
<b>DU</b>	-----	<i>Dosage Unit</i>
<b>EPIC</b>	-----	<i>El Paso Intelligence Center</i>
<b>FBI</b>	-----	<i>Federal Bureau of Investigation</i>
<b>HIDTA</b>	----	<i>High Intensity Drug Trafficking Area</i>
<b>HISC</b>	-----	<i>Houston Investigative Support Center</i>
<b>ICE</b>	-----	<i>Immigration and Customs Enforcement</i>
<b>ISC</b>	-----	<i>Investigative Support Center</i>
<b>KCITF</b>	----	<i>Kansas City Interdiction Task Force</i>
<b>MLO</b>	-----	<i>Money Laundering Organization</i>
<b>NDIC</b>	-----	<i>National Drug Intelligence Center</i>
<b>NIDA</b>	-----	<i>National Institute on Drug Abuse</i>
<b>ONDCP</b>	----	<i>Office of National Drug Control Policy</i>
<b>OSLA</b>	-----	<i>Office of State and Local Affairs</i>
<b>PMP</b>	-----	<i>Performance Management Process</i>
<b>RISS</b>	-----	<i>Regional Information Sharing System</i>
<b>ROI</b>	-----	<i>Return on Investment</i>
<b>SMART</b>	----	<i>Specific, Measurable, Achievable, Relevant, Timely</i>
<b>SWB</b>	-----	<i>Southwest Border</i>